

THE BEYOND-PAY ELEMENTS OF REMUNERATION OF IT SPECIALISTS IN THE CONTEXT OF THE KEY PHENOMENA IN ECONOMIC ENVIRONMENT

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Abstract

Background. The present publication takes up the problem of the popularity of the tendency to motivate information technology specialists by means of beyond-pay elements of their remuneration. The problem is discussed from the perspective of an economic crisis. The paper contains a review of literature concerned with various aspects of the investigated question. The paper tries to shed a new light on the explored problem.

Research aims. The present publication is designed to discuss changes in personnel management in beyond-pay methods of remuneration, the essential changes in the economic conjuncture having an impact on this process.

Method. In order to investigate the tendencies, detectable between 2006 and 2010 in the policy of applying particular beyond-pay elements of remuneration, the paper analysed the data that characterized the situation of six different posts occupied by IT specialists. The analysis was made from the perspective of ten potential instruments designed to motivate them.

Key findings. The research that was thus made drew the conclusion that at the time when all-economy difficulties occurred, the enterprises were relatively more restrictive about applying measures that might build up long-term relationships with their employees, and instead offered them instruments that had immediate benefits for employees from their employment.

Keywords: Personnel management, Motivation, Employee

INTRODUCTION AND BACKGROUND

The Evolution of the Most General Economic Conditioning as Found in the Functioning of Information Science Sector

The information science sector is a dynamically developing branch of industry that is subject to rapid, internal changes both within the scope of the offered products and services, as well as in the area of expectations vis-à-vis the employees' skills and also vis-à-vis the structure and proportions of the market on which these products are offered and these services are rendered (Jiang, 2011). In 2006-2010 the global economy underwent a crisis that affected the principles of all business activities (although different sectors experienced the effects of disadvantageous phenomena with varying intensity) (Davies, 2010). The consequences of these occurrences

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were bitterly felt in the regions of North America and the European Union, i.e. in the most important markets, characterized by the relatively highest level of development. In these circumstances, Polish IT enterprises, while being subjected to global tendencies and participating in the global game of supply and demand (Erez, Kleinbeck, & Thierry, 2008), also had to undertake adjustment actions (Marinov & Marinova, 2013). The objective of the present contribution is an analysis of the scale and the direction of changes which occurred in the discussed period of time in the area of beyond-pay forms of remunerating IT specialists (Adair, 2009). The analysis is expected to allow the assessment of the means exploited by entrepreneurs to influence the motivation of their employees and which were considered effective in the circumstances preceding, as well as following, the crisis (Olsson, 2008).

While discussing the question of the impact that important environmental occurrences – such as the latest economic crisis – had on taking up new projects and their implementation (including those of the information science type), one may list a series of consequences with respect to the rules by which the enterprises of the 21st century operate (DiMaggio, 2009). What happened after 2007 was the phenomenon of reducing the proportion of means designated for investments, and also with the phenomenon of searching for savings anywhere concealed reserves in costs could be found, such as the one that allowed for the continuation of business activities without causing perturbations in their current functioning. This strategy was strictly connected with tendencies detectable in the environment, i.e. with the limitation of accessibility to external sources of financing for new projects, and with delays in making payments as well as with greater caution in placing orders for goods or services. While waiting for a deeper fall in conjuncture, companies adopted an attitude oriented at waiting until the end of the most serious difficulties, and looking out for the first symptoms of a new boom. While preparing themselves for a scenario of disadvantageous economic developments, they feared that their own transactions might fall beneath the threshold of profitability. They also feared a wave of bankruptcies among their contracting parties and obstructions in payments. Therefore they, in a preventive way, collected financial reserves. This resulted in all costly undertakings being postponed until the future, since rendering them operational did not guarantee immediate advantages nor a rapid return of the outlays to be made. It is worth noting, however, that on the other hand well prepared and calculated projects (oriented on a distinct and rapid increase in the effectiveness of functioning) made up an important factor in consolidating the enterprises' competitive position (Hausman, 2011). The time of the crisis constituted a market busy cleansing itself of weaker players. The awareness of this fact built up entrepreneurs' motivation to take up risk, on the occasions of



embarking upon the information science route, whenever balancing gains and losses supported the rationality of making such an effort. The circulation of information is a sensitive area. It is here where dynamic progress and incessant discoveries of new possibilities to increase the effectiveness of management can be found (Information Resources Management Association, 2011). For that reason qualified information science personnel make up a strategic reserve of human resources. This is strictly connected with an insignificant unemployment index as found in this professional group.

METHOD

The major objective of the discussion was to determine the research instruments that were exploited in the analysis. This objective consisted in answering the question about potential changes in the reactions of enterprises (as caused by the emerging economic crisis) toward the application of beyond-pay means of remunerating those who were employed as IT specialists. It was assumed that companies needed at the most one year to implement adjustment maneuvers to substantial stimuli appearing in their environment. The symptoms of the global crisis reached Poland with a delay. Nevertheless by 2008 these symptoms made themselves felt and by 2009 they induced enterprises to take adjustment measures in all substantial lines of the their functioning, payment policy being certainly on the list. For that reason, while taking into consideration a time period sufficiently long enough to observe a potential change, the years 2006-2010 were selected. This provided possibilities of making a comparative study of the practice of remunerating IT specialists before the crisis and after its beginning. 5000 individuals employed as IT specialists were involved in the research. While relying on an analysis of the internal structure of 30 large corporations of the information science branch and additionally on job advertisements that, in the years 2006-2010, could be found on the most popular Polish internet portal publishing search-for-employees announcements, it was possible – with the use of the ABC method – to tip a set of the six most popular specialized posts destined for IT specialists. A similar analysis allowed for the drawing up of a list of the 10 most popular forms of beyond-pay benefits on these posts. The collected data were exploited to determine the dynamics of changes in the shares that these posts (treated jointly or split into their respective specializations) had in particular types of benefits over the 5 successive years, the shares being presented in percentages. As a result, it was possible to identify crucial moments as well as schemes that were being repeated in the development of the phenomenon under research. Likewise, it was possible to find out all other similarities and dependencies. The result thus obtained eventually served to prove the existence of, and to provide the characteristic of,



previously unidentified patterns of reactions made by enterprises trying to regulate their beyond-pay system of remunerating their employees in the circumstances of the economic crisis which affected their environment.

The Beyond-Payment Means of Remunerating IT Specialists as Viewed from the Perspective of Selected Posts

The variety of methods of remunerating employees is the subject-matter of abundant research (Li, 2013). Among the instruments applied a large group is made up by beyond-pay remuneration (Ronen, 2008). Obviously the list of such instruments incessantly evolves due to civilization changes. Nevertheless, for several years now some of these instruments have become more popular than other ones (Armstrong & Murlis, 2007). Also the specificity of branches appears decisive for the choice of the most suitable instruments (Hisrich, 2010). The demand of enterprises for carrying out tasks that require the forming and using of information science systems (in view of the dynamic growth of their technological complexity) has become a category of particular significance in winning competitive predominance. This consequently generated a need for well educated, specialized personnel (Zhong, 2013). In order to attract potential employees, enterprises offer them a series of benefits whose objective is to convince them that the posts to which they may be appointed are particularly attractive (Florjancic, 2008). The analysis made in the present contribution covers the posts that seem to be the most representative of the studied branch. Likewise the analysis discusses the most popular beyond-pay instruments of remuneration of employees. Hence the picture attained reflects the nature of the observed phenomena. Analogous studies made for the American market may provide a comparative basis (Business & Legal Reports Inc., 2010).

Data collected in 2006–2010 allowed for the production of a comparison of six types of posts and ten beyond-pay methods to motivate employees occupying them. The data referred to here are, to a limited extent, invoked in the book *Informatycy. Kształcenie, oferty, płace 2006-2010 (IT Specialists. Education, Job Offers, Wages 2006-2010)* (Baran, 2012). In the present paper the aforementioned data were subjected to an independent and deep analysis (Baran, 2012). Among the analysed factors the following were taken into consideration: company car (car), lump sums for fuel (fuel), computer/laptop (laptop), mobile telephone (phone), professional training (training), private medical service (medic), additional insurance cover (insurance), private retirement pension (retirement), partial grants for tuition (grant), share options (share). The groups of described posts included: administrator of data bases (Adm.DB), administrator of systems (Adm.Sys.), system analyst (An.), engineer of technical support (Eng.), programmer (Program.), and computer graphic (Graph.).



The Characteristics of the Collected Data in Each of the Analysed Years

Decisively, in 2006 the largest motivation influence was assigned to professional training which enabled an individual to raise one's qualifications (Table 1 and Figure 1).

Table 1. The Percentage of Persons Who, at the Beginning of 2006, Obtained a Given type of Benefit

	Adm.DB	Adm.Sys.	An.	Eng.	Program.	Graph.
Car	0	0	1,5	1	0,5	8
Fuel	0	2	1,5	0	6,5	8
Laptop	12,5	13	22	9	45	15,5
Phone	60	26	88	11,5	37	23
Training	74	88	93	94	72	46
Medic	57	86	92	88	45	15
Insurance	13	74	4,5	81,5	10	0
Retirement	8,5	6	8	2,5	7,5	39
Grant	26,5	13	80	4	22	8
Share	0	4	4,5	7	7,5	8

Source: Own analysis based on data published by the firm Sedlak&Sedlak (2006).

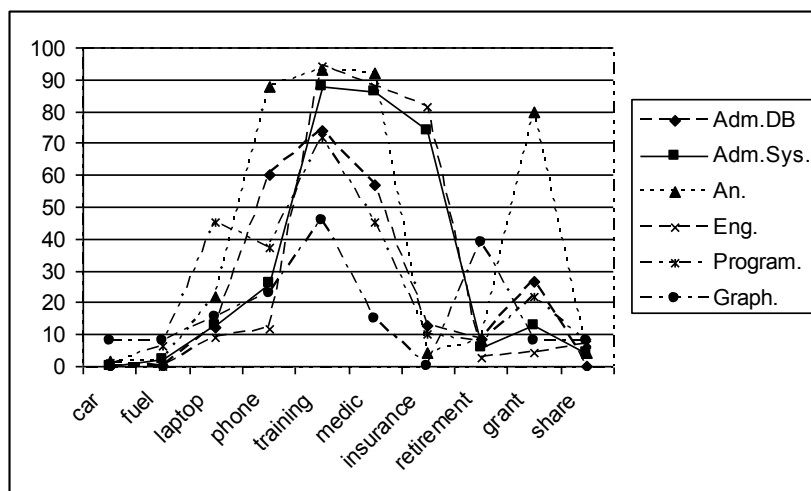


Figure 1. The Popularity of the Respective Beyond-Pay Motivation Instruments as Viewed Against the Discussed Posts in 2006

Source: Own analysis.

The employees were believed to be, above all, desirous of raising their qualifications. The employees were believed to be, first of all, desirous of raising their qualifications. Compared with other posts it is the system

analyst who generally obtains the largest range of benefits and this can be contrasted with the computer graphic who, from that point of view, occupies the position at the opposite end of the scale.

When compared with the earlier period, the year 2007 allowed for the observation of a growing differentiation in the approach toward applying the respective instruments vis-à-vis the specific posts (Table 2 and Figure 2).

Table 2. The Percentage of Persons Who, at the Beginning of 2007, Obtained a Given Type of Benefit

	Adm.DB	Adm.Sys.	An.	Eng.	Program.	Graph.
Car	0	0	1	4	0	0
Fuel	2	3	1	4	3	41,5
Laptop	0	50	14	8	49,5	6,5
Phone	40	78	40	31	17,5	0
Training	56	58	83	45	64,5	59
Medic	67,5	29,5	77	27	79,5	47,5
Insurance	38	31	5	15	57,5	18
Retirement	0	0	0	0	0	0
Grant	29	6	69	11	7	0
Share	0	3	1	4	40,5	47,5

The insight arrived at through prism of discussed posts.

Source: Own analysis based on data published by the firm Sedlak&Sedlak (2007).

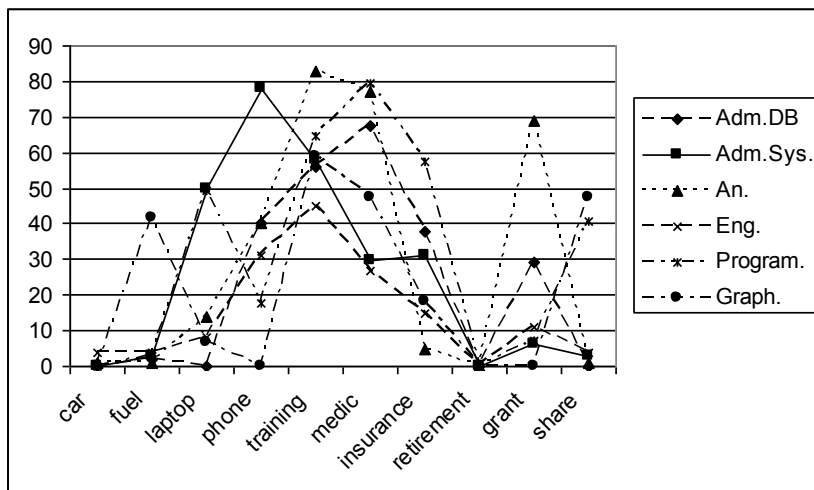


Figure 2. The popularity of the Respective Beyond-Pay Motivation Instruments as Viewed Against the Discussed Posts in 2007

Source: Own analysis.

This could be interpreted as a symptom of upcoming changes. Although professional training still belonged to the group of methods considered

most significant in influencing employees, training began to gradually give way to private medical care. Thus the psychological element of social safety began to grow at the expense of a possibility to climb the ladder of professional hierarchy.

2008 was the year that fully disclosed the effects of the crisis. It was a time of distinct change in the approach toward the application of instruments of beyond-pay remuneration (Table 3 and Figure 3).

Table 3. The Percentage of Persons Who, at the Beginning of 2008, Obtained a Given Type of Benefit

	Adm.DB	Adm.Sys.	An.	Eng.	Program.	Graph.
Car	9	5	10	6	2	1
Fuel	6	9	7	6	3	4
Laptop	51,5	48	61	34	26	11
Phone	49	53	57	37	19	14
Training	27	26,5	29	17	18	9
Medic	37	34	56	29	38	12
Insurance	22,5	22,5	25	18	17	9
Retirement	3	4	2	2	1	1
Grant	18	26,5	20	11	15	9
Share	3	3	5,5	2	4	1

The insight arrived at through prism of discussed posts.

Source: Own analysis based on data published by the firm Sedlak&Sedlak (2008).

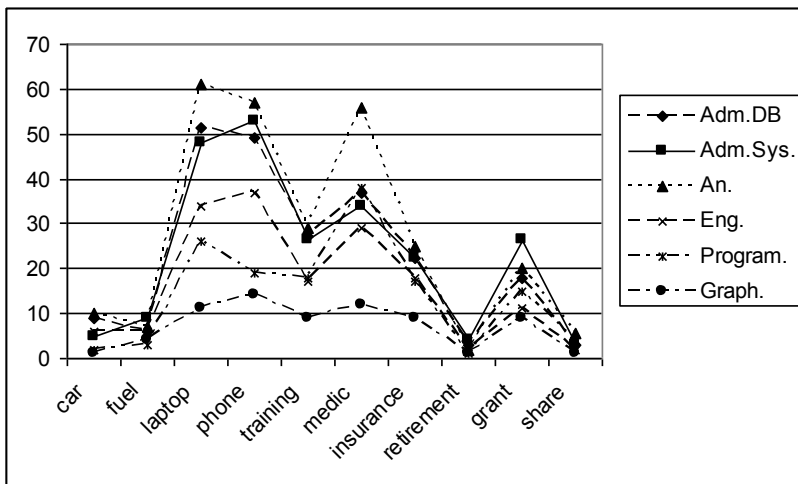


Figure 3. The popularity of the Respective Beyond-Pay Motivation Instruments as Viewed Against the Discussed Posts in 2008

Source: Own analysis.

What was most visible was a collapse in the popularity of professional training irrespective of the nature of work one was expected to perform.

The employers tried to influence the motivation of their employees firstly by applying measurable, material bonuses (connected with performing business services but also providing an opportunity for private use: computer, laptop, mobile telephone) and, on the other hand, by caring about the employees' feeling of security (private medical care).

2009 was the year which consolidated the new approach adopted by the employers toward optimal proportions in applying the respective instruments of beyond-pay remuneration (Table 4 and Figure 4).

Table 4. The Percentage of Persons Who, at the Beginning of 2009, Obtained a Given Type of Benefit

	Adm.DB	Adm.Sys.	An.	Eng.	Program.	Graph.
Car	0	4	1	0	3	0
Fuel	4	4	0	4	2	0
Laptop	23	46,5	39	41	20	5
Phone	30	57	49	47	16	2
Training	15	20	16,5	24	13	0
Medic	41	44	72	55	42	12
Insurance	19	25,5	31	18	19	7
Retirement	4	5	6	0	2	2
Grant	11	16,5	29	26	14	2
Share	4	1	5	2	5	0

The insight arrived at through prism of discussed posts.

Source: Own analysis based on data published by the firm Sedlak&Sedlak (2009).

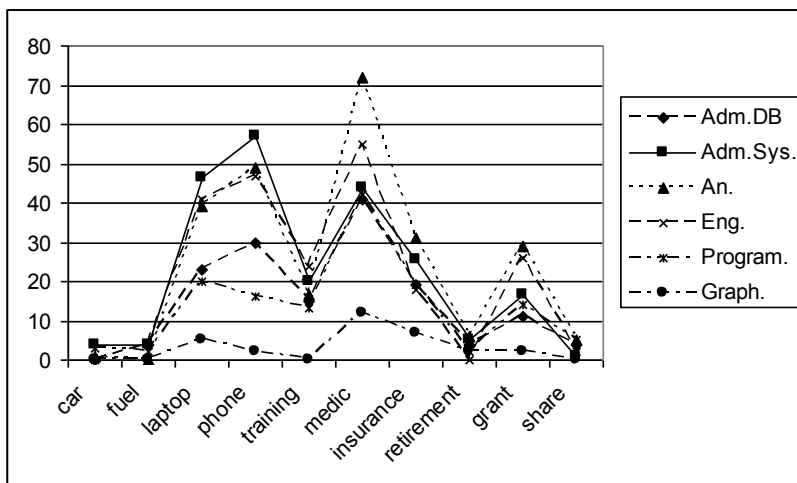


Figure 4. The Popularity of the Respective Beyond-Pay Motivation Instruments as Viewed Against the Discussed Posts in 2009

Source: Own analysis.

The fall in the popularity of professional training became deeper. What began to stand out was a growing tendency to offer private medical care.



It is worth emphasizing a consistently observed stability of the hierarchy of posts under investigation, the stability being measured by the frequency with which the benefits were awarded in the successive years.

The structure of the popularity of the respective beyond-pay instruments of remuneration was maintained in the next year, the last in the analysed period (Table 5 and Figure 5).

Table 5. The Percentage of Persons Who, at the Beginning of 2010, Obtained a Given Type of Benefit

	Adm.DB	Adm.Sys.	An.	Eng.	Program.	Graph.
Car	3	2	1	3	2	2
Fuel	3	4	1	3	1	4
Laptop	56	55,5	53	31	23	17
Phone	58	58	58	45	16	13
Training	33	20	23	17	13	8
Medic	56	43	72	46	40	15
Insurance	24	19	28	15	13	6
Retirement	3	1	4	2	1	1
Grant	17	12	23	12	14	4
Share	0	0	0	0	0	0

The insight arrived at through prism of discussed posts.

Source: Own analysis based on data published by the firm Sedlak&Sedlak (2010).

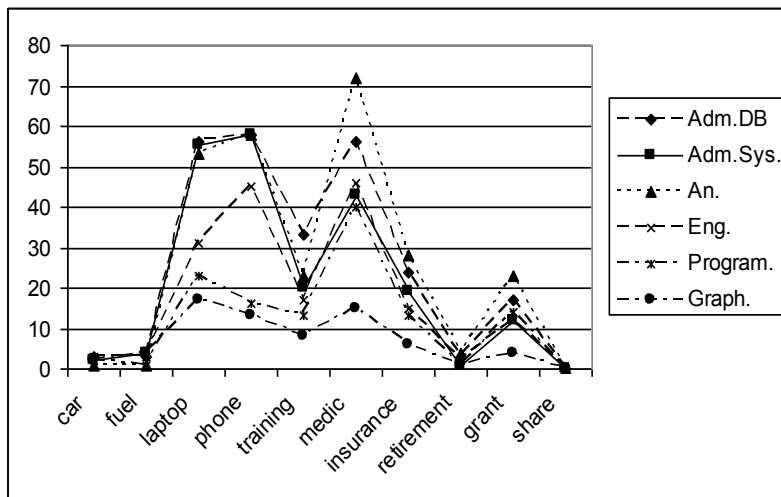


Figure 5. The Popularity of the Respective Beyond-Pay Motivation Instruments as Viewed Against the Discussed Posts in 2010

Source: Own analysis.

What was observed was a slight slowing in the fall of professional training (this meant the return to the situation prevalent two years earlier) and

a slow rising tendency (observable already one year earlier) in the granting of private medical care continued.

RESULTS

The Comparative Study of the Beyond-Pay instruments of Remuneration in the Years 2006–2010

The picture that emerges when the differentiation due to the character of specialization in the work of IT specialists is eliminated, demonstrates an evolution of the group of the most popular methods of beyond-pay remuneration of employees within the analysed period of time (Table 6 and Figure 6).

Table 6. The Comparison of Popularity of the Discussed Beyond-Pay Motivation Instruments in the Years 2006-2010

	2006	2007	2008	2009	2010
Car	1	0,5	4	2,5	2
Fuel	3,5	3,5	4,5	2	2
Laptop	28	38,5	35	25	31,5
Phone	32	24,5	31	24,5	29,5
Training	81,5	63,5	20,5	14	15,5
Medic	65	71	39,5	44,5	43,5
Insurance	37	45,5	19	20	15,5
Retirement	6,5	0	1,5	2,5	1,5
Grant	20	14,5	16,5	15,5	14
Share	6,5	29,5	4	4	0

Source: Own analysis.

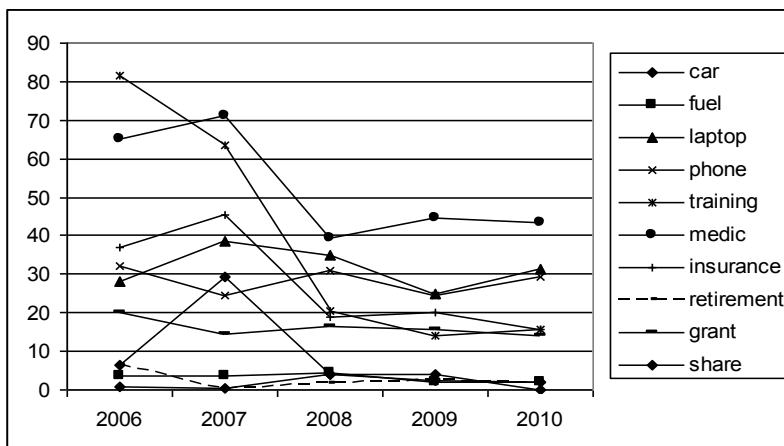


Figure 6. The Comparison of Popularity of the Discussed Beyond-Pay Motivation Instruments in the Years 2006–2010

Source: Own analysis.



What becomes distinct is the general fall of the scale of application of the instruments taken into consideration in the analysis. Apart from the drastic fall in professional training, the hierarchy of the remaining elements is relatively stable, although the absolute distance separating particular items on the list, decreased.

The employers offered company cars to the largest extent in 2008 (Figure 7). It was symptomatic that the popularity of this means of motivation grew upon the appearance of signs of crisis in the economy. Perhaps an increase in the mobility of employees became an essential value also for enterprises themselves and proved a cheaper solution when compared with the strategy of reimbursing trips made by private vehicles.

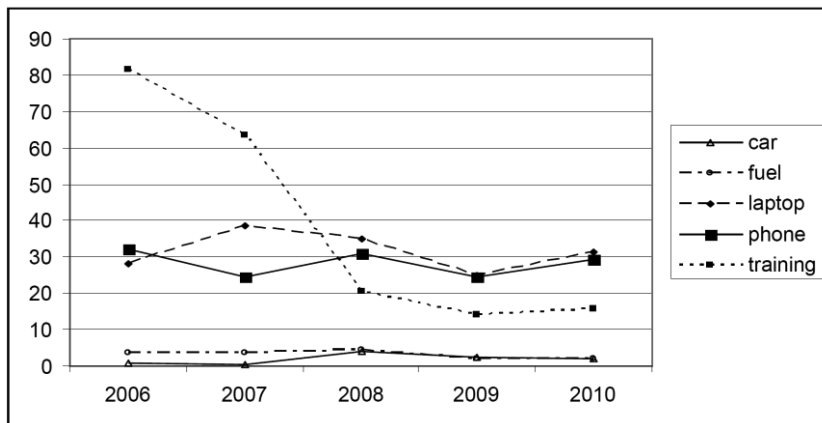


Figure 7. The Popularity of Benefits in the Form of a Company Car, a Lump Sum for Fuel, Computer/Laptop, Mobile Telephone, Professional Training (the Study Covering 2006–2010)

Source: Own analysis.

Despite the fact that (like in the case of company cars) the peak of granting employees lump sums for fuel fell from 2008, the economic crisis expressly lowered the frequency with which this means of influencing employees was applied.

A company computer or a laptop is one of the more frequently applied beyond-pay instruments of remuneration. Over the course of time the percentage of individuals obtaining this type of benefit oscillated around a stable value. The slight drop in 2009 may be interpreted as an attempt to seek savings by employers.

The shape of the diagram made for company mobile telephones, as an element of the system of remuneration, indicates (like in the case of computers and laptops) the stability with which these elements are granted. In case of certain enterprises this benefit is of standard-like nature, and is also significant as an instrument of everyday work.



The remarkable fall in the scale of professional training shows a strategic change in the employers' approach adopted toward their employees. What may be said is that the market of the employees turned into that of the employers who themselves did not have to educate their staff because the necessary specialist might easily be found in the environment of an enterprise.

The crisis also verified the suitability of private medical care as a method of influencing the motivation of employees (Figure 8). The deep fall in this respect was followed by stabilization. This happened perhaps as a body of firms that, on account of permanently accepted values, believed that it was harmful to make savings at the expense of the health of their staff.

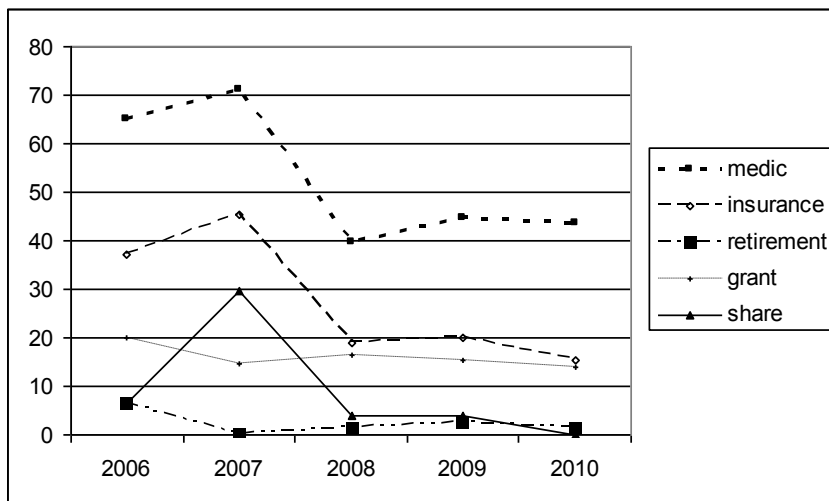


Figure 8. The Popularity of Benefits in the Form of Private Medical Care, Additional Insurance Cover, Private Retirement Pension, Partial Grants for Tuition, Options for the Shares (the Study Covering 2006–2010)

Source: Own analysis.

Additional insurance is an instrument in the same category as private medical care, although this instrument remains of slightly lower popularity. The diagrams of these two categories show a far-reaching alignment, although in the case of additional insurance the relative fall is of a larger proportion.

Private retirement pension is an example of less frequently applied instruments, therefore its influence on the entire problem is very limited. Nevertheless, the relative differences, observed in its application between the respective years, are significant. For a narrow group of specialists this element of remuneration may be of essential and profound significance.

When juxtaposed with the remaining instruments, partial grants for tuition are distinguished by the relatively largest stability. Apart from the value of this instrument observed in 2006, which indicates a slightly higher level of awarding such grants, the run of the diagram resembles almost a straight line.

The popularity of share options – which was the last of the investigated means of remunerating employees – was characterized by a marginal level. In the entire analysed period, it was only in 2007, perhaps in the face of the first symptoms of the approaching crisis, an impetuous growth of frequency in applying this benefit was observed. This might be exponential of a dramatic attempt to motivate employees to multiply efforts for the improvement of their company's performance.

DISCUSSION AND CONCLUSIONS

The Direction and the Intensity of Changes in the Application of the Beyond-Pay Elements of Remunerating the Work of IT Specialists

On the basis of the analysis of the collected data it may be said that what was dealt with was a multi-directional transformation of the structure of the investigated means applied to influence employees. At a higher level of generalization, when the conclusions drawn from this research are aggregated, two dimensions of the described phenomenon attract our attention. These are: the place of the respective instruments in the hierarchy with regard to other instruments, and also the impact of the time factor upon the dynamics of changes. As regards the first of the aforementioned aspects, the fall in the significance of professional training is above all visible, the relative stability of the remaining elements of the system simultaneously remaining unchanged. On the other hand, while analyzing the differences detectable between the values observed in the period of research, it is possible to notice that a breakthrough occurred between 2007 and 2008. The two investigated periods were accompanied by the most significant jumps in the measurement results. What was also visible was a general fall in the popularity of additions to pecuniary remuneration in the IT branch. The falling tendencies had the smallest impact on these means which, apart from personal advantages for employees, also provided them with a measurable assistance in performing their everyday professional duties (company car, computer, laptop, mobile telephone). On the other hand, the instruments which, from the point of view of a long term perspective, could be positively valued by employees were – in view of the symptoms of the crisis – reduced.

When the changes that took place are observed it is possible to say that generally speaking, in the face of the crisis (and consequently trying



to make savings and seeking methods for raising the effectiveness of enterprises' functioning), enterprises concentrated on emergency actions (World Bank, 2011). The point is that they began to lean toward strictly connecting beyond-pay elements of remuneration with work performance. What was weakened was the position of long-term investments in the development of employed specialists. It may be believed that in the face of uncertainty about the direction from which further changes in the economic situation might develop, this move proved to be a rational one since outlays had no essential influence on the rise of the efficiency of activities conducted in a short period of time when the long-range effect remained uncertain. In addition, this obviously improved the current financial effects of companies (Immervoll, Peichl, & Tatsiramos, 2011). One should also be aware that such a policy was relatively safe since competitive companies were forced to take similar steps. As a result, the scope of stratagem left for the employees who – while demonstrating their dissatisfaction with the observed developments – wanted to formulate additional demands, became significantly limited. It was on the side of enterprises that the predominance in pay negotiations was detectable and – as may be deduced from the data presented earlier – the majority of companies decided to take advantage of this fact and limit the benefits that they offered. Since – in view of the crisis – an increased number of unemployed specialists appeared on the market, prolonged investing in the development of personnel lost its appeal as it was much easier to recruit qualified employees on the external labour market (Basso, 2011).

What remains is a separate question of how the observed tendencies suit the expectations of employees (Vaughan-Whitehead, 2011). While the short-term economic advantages from the past, where employers who found themselves in a privileged position was something obvious, the employees, in turn, certainly began to receive less benefits. It must be noticed, however, that the benefits most useful in everyday life were left intact. Their common feature was that they allowed themselves to immediately consume their potential advantages. In view of the absence of certainty about the future condition of the employer and about the situation at the labour market, such a solution – in the light of confirmed conditioning – seemed to be an attractive one. Share options, additional assurance cover and a private retirement pension are methods that facilitate the consolidation of the relationship between the employee and the employer. Yet in over a long-term period, at the time of the crisis, the problem was made up by the absence of guarantees given on the real value of the benefits that were postponed (Underwood, Blundel, Lyon, & Schaefer, 2012). At the time of the crisis one should have treated as a chance, and not as a threat, everything that makes the employee's position flexible (Blanpain, Bromwich, Rymkiewicz, & Senatori, 2011).



Final Remarks

The present discussion tried to familiarize the readers with the dynamics and the nature of changes observable in the system of beyond-pay measures of remuneration as offered to IT specialists (and thus appointed to posts requiring varied specialist skills). The observed changes were due to the crisis in economy. In the period under discussion the condition of enterprises was of decisive significance when viewed from the perspective of the attempts made by entrepreneurs to reduce their labour costs. Since the professional group under investigation may be classified as one having unique skills, and one intensely sought after on the market, companies tried to attract potential candidates with various benefits. Yet the analysis that was made illustrated that the scale and the range of the measures that were applied, was gradually limited due to disadvantageous phenomena detectable in the environment. The interdependencies whose existence was confirmed by the presented research makes up a valuable contribution suitable for practical management as performed by professional recruiters. Likewise, it may suitably be used by IT specialists themselves, since this knowledge facilitates mutual understanding of the arguments to which both sides resort. Thus it consequently may facilitate the working out of a potential consensus. Relying on the observations collected in this paper, enterprises obtain a chance to avail themselves of them in order to reach the optimal control of costs of their activities without risking savings that could lead to the loss of valuable personnel. The question left open to discussion is how the explored phenomena might develop in the successive years when the economic conjuncture improves. The question that may be posed is whether beyond-pay benefits will again follow the pattern similar to that characteristic of the pre-crisis period. Equally interesting might be the similarity between the evolution of offers made to IT specialists and those made to specialists of other professional groups: are there similarities in that offer or is it a unique reality only dealt with in that respect? Hopefully these and other questions of that type will lay foundations for a broader discussion in the research milieu. This might result in further publications complementary to the present paper. Hopefully the theme would be continued, thereby creating a further basis to describe potential interdependencies and to discover general regularities and methods of practical exploitation of the knowledge that was thus made available.

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POZAPŁACOWE ELEMENTY WYNAGRADZANIA SPECJALISTÓW INFORMATYKÓW W KONTEKŚCIE KLUCZOWYCH ZJAWISK W OTOCZENIU EKONOMICZNYM

Abstrakt

Tło badań. W publikacji podjęty został temat popularności motywowania specjalistów informatyków za pomocą pozapłacowych składników wynagrodzenia (z perspektywy doświadczeń przedsiębiorstw w czasach kryzysu gospodarczego). Artykuł zawiera przegląd dostępnej literatury poświęconej różnym aspektom badanej problematyki stanowiąc nowe spojrzenie na tytułowe zagadnienie.

Cele badań. Celem publikacji jest wyjaśnienie kwestii zmian w sferze zarządzania personelem w obszarze pozapłacowych sposobów wynagradzania pod wpływem istotnych zmian koniunktury gospodarczej.

Metodyka. W celu zbadania trendów występujących w zakresie stosowania poszczególnych pozapłacowych składników wynagrodzenia w latach 2006–2010, przeprowadzona została analiza danych charakteryzujących sytuację sześciu różnych stanowisk pracy informatyków w przekroju dziesięciu potencjalnych narzędzi tego rodzaju motywowania podwładnych.

Kluczowe wnioski. Jak pokazały przeprowadzone badania w czasach występowania trudności ogólnogospodarczych, przedsiębiorstwa relatywnie bardziej ograniczają środki budowania długofalowych relacji z pracownikami niż oferowane im narzędzia pozwalające na natychmiastowe czerpanie korzyści z faktu bycia zatrudnionymi.

Słowa kluczowe: zarządzanie personelem, motywacja, pracownicy

